

OVERVIEW: FIX DMV ACTION PLAN TEAMS

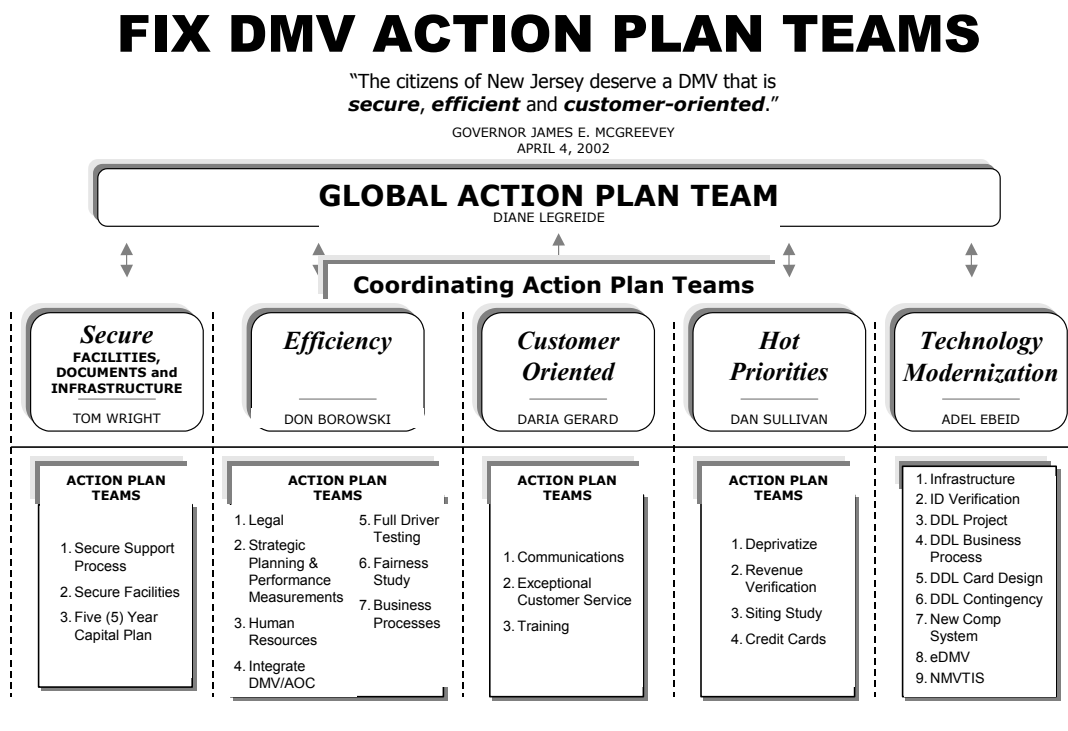
"The citizens of New Jersey deserve a DMV that is secure, efficient and customer-oriented."

Governor James E. McGreevey, April 4, 2002

With these words, Governor James E. McGreevey launched far-reaching, complex and cooperative reform efforts to address systemic concerns of vulnerable security, weak document control and poor customer service at the state's Division of Motor Vehicles.

On November 7, 2002, the Fix DMV Commission, formed by Executive Order #19, delivered a bold plan to overhaul the agency. Enabling legislation named "The Motor Vehicle Security and Customer Service Act" (ACS for A-3058/SCS for S-2121 (Sires/Sacco/Wisniewski) to support the goals and objectives set forth in the Fix DMV Final Report was signed into law on January 28, 2003.

The newly created NJ Motor Vehicle Commission will charter eighteen (18) Fix DMV Action Plan Teams (APTs) to provide diverse opinions, expertise and insight toward formulating action plans for all of the Final Report recommendations.



REV 02.05.2003

APT Members and Workflow: Action Plan Teams will include members with defined roles – Chair of Coordinating Action Plan Team (Assistant Directors), Leader, Researcher, Risk Identifier, Time Liner and Facilitator. Private sector volunteers, business partners and other public sector individuals have been asked to contribute time, energy, ideas and special expertise. Products, Time Lines and Team Member Responsible for every task necessary to implement "actions" called for in the Final Report and Interim Report will be captured in Meeting Minutes. The Chair of Coordinating APTs will meet bi-weekly with the DMV Director and executive leadership forming the Global Action Plan Team.

Action Plans: Who will do what by when?

- ACTION - recommendations of Fix DMV Commission
- DELIVERABLE - tangible things that actually get accomplished
- RESPONSIBLE – Directors
- DUE DATE – expected date of completion
- RESOURCES – people or things needed to accomplish tasks

COORDINATING ACTION PLAN TEAM: Secure Facilities, Documents and Infrastructure

Problem Definition:

Fraud, theft, corruption, mismanagement dilapidated facilities, and a shortage of resources have all contributed to the flourishing of a criminal enterprise of fraudulent driver licenses, registrations, titles and identity theft. Over the past twenty years, the budget for the Division of Motor Vehicles was cut by 25% and capital spending was reduced to less than one percent of the budget. Reductions in capital spending have resulted in DMV facilities that are in disrepair, no public restrooms on site, and no accessibility to mass transit. One third of the agencies operate on month-to-month leases and seven of the agencies have less than half of the required 4,400 square feet. In addition, some facilities require customers to walk through work areas to use the bathroom facilities.

The State Police completed a security assessment and identified numerous security failures. Some of the problems identified include easy access to valuable documents through open and unlocked doors as well as non-secure storage areas. In addition, valuable documents could be found in non-secure office areas instead of secured storage areas. Vaults were often substandard and alarms and video cameras often non-existent. The agencies collect \$300 million annually in fees and taxes and the documents produced at the agencies have a "street value" many times that amount.

Fix DMV Final Report Recommendations:

The Fix DMV Commission recommends the establishment of a \$150 million Technology and Security Capital Improvement Fund. It recommends that the DMV work with the Treasurer to sufficiently securitize future DMV surcharge revenue (post 2011) to fund the Technology and Security Improvement Fund specifically for use by DMV to implement its capital program. This fund will support many activities within the New Jersey Motor Vehicles Commission including the physical improvement of DMV facilities throughout the state.

Recommended Steps To Be Taken:

1. Establish the Office of Security and Investigations and determine its interrelationship to all other divisions within the Commission.
2. Develop the elements of a security plan.
3. Develop a contingency plan in the event that facilities are being renovated or moved.

Action Plan Team: Five Year Capital Plan

Problem Definition:

Over the past twenty years, the budget for the Division of Motor Vehicles was cut by 25% and capital spending was reduced to less than one percent of the budget. The DMV currently operates on a twenty year old computer system that continually shuts down and the agency system is unable to process high volume transactions. All systems within the DMV lack security systems to verify Social Security numbers or immigration status.

Reductions in capital spending have resulted in DMV facilities that are in disrepair, no public restrooms on site, and no accessibility to mass transit. One third of the agencies operate on month-to-month leases and seven of the agencies have less than half of the required 4,400 square feet.

Fix DMV Final Report Recommendations:

The Fix DMV Commission recommends the establishment of a \$150 million Technology and Security Capital Improvement Fund. It recommends that the DMV work with the Treasurer to sufficiently securitize future DMV surcharge revenue (post 2011) to fund the Technology and Security Improvement Fund specifically for use by DMV to implement its capital program. This fund will support the re-engineering of the comprehensive computer system, enhancing security by upgrading agency wiring, telecommunications lines, physical security upgrades such as surveillance cameras etc., and the physical improvement of DMV facilities throughout the state.

COORDINATING ACTION PLAN TEAM: Efficiency

Action Plan Team: Legal

**Attorney General Representation
Title 39 Cleanup
Enforcement/Regulatory
Legislation Review**

Problem Definition:

The Division of Motor Vehicles is overburdened with mandates, including 100 new ones in the last ten years that it is struggling to effectively implement. A review of the 300 pieces of legislation that are introduced and the nearly 30 enacted in each legislative session relate to new services that are largely unanalyzed by OMB and the DMV. In addition, a need exists to review all of the functions that DMV currently performs to determine their validity as part of the DMV core mission.

Fix DMV Final Report Recommendations:

The Fix DMV Commission recommends a review of all pending legislation as it relates to the DMV and a determination needs to be made as to the validity of the function in relation to the strategic plan for the DMV. A review also needs to be undertaken to determine whether all current functions currently performed by the DMV are appropriate or should be transferred to other state departments.

Action Plan : Legal - Identity Theft

Problem Definition:

Identity theft is a growing problem. In 2001, there were 2,575 cases of identity theft in New Jersey, the ninth highest in the nation. It is estimated that identity theft costs America \$3 billion. While the proposed technological upgrades will enable New Jersey's DMV to properly verify applicant identity and driver history on-line, other steps must be taken to deter criminals' propensity to take advantage of New Jersey DMV's reputation as a place to pass and get bogus identification. This includes increasing the penalties for identity theft.

Fix DMV Final Report Recommendation:

The Fix DMV Commission recommends developing legislation to amend the Criminal Code at NJSA 2C21-2.1 and NJSA 2C21-17 to strengthen the existing protections against the misuse of driver licenses and other identification documents that purport to have been issued by either foreign or domestic governmental agencies. This would require increasing the penalties applicable to fraud and forgery with respect to such documents and adding a provision to specifically address the use of a driver license or other government-issued identification document to commit identity theft.

Action Plan Team: Strategic Planning and Performance Measurement

Problem Definition: Budget and personnel reductions of the past two decades have severely impacted operations throughout the Division of Motor Vehicles. Compounding this problem is the fact that legislative mandates have increased. This has negatively impacted the Division in that the Division is currently operating without a business plan of any sort, but rather it spends much of its energy and resources reacting to changes and managing crises instead of anticipating and preventing problems. Organizational goals and objectives are not communicated throughout the organization. Significant institutional obstacles must be addressed by the highest levels of leadership through changes to the process, governance, organizational culture and structure, gaps in staff skills, long range planning, incentives and most importantly understanding what the motoring public wants and needs.

Fix DMV Final Report Recommendations:

Identification of the DMV mission and vision should be the first step of the strategic planning process. The DMV mission statement should set out the reason for the organization's existence and identify major goals and performance objectives.

Begin a long-range strategic planning process to support the DMV's enhanced operations that includes a continuous and systematic process that will determine the future of DMV. DMV must develop the necessary means to achieve that future and determine how success is to be measured. This planning process should result in an annual business plan for the operation of the agency.

Begin an assessment of the core business practices and redesign them for better customer service, more effective use of resources and increased security. In addition, a process needs to be undertaken of benchmarking its practices and processes against peer State DMVs.

DMV must develop a master list of its technology assets and choose an appropriate replacement cycle that will balance the need for latest technology, a consistent level of employee productivity and budgetary constraints.

Action Plan Team: Human Resources

Problem Definition:

The New Jersey Division of Motor Vehicles needed a new form of governance that empowered it to take responsibility for all its programs, to address its serious security breaches and to deliver new and modified programs. As one of the eight Assistant Commissioners within the DOT, the Director was hampered by an abundance of bureaucracy that prevented timely response to crises or new challenges. DMV needed an organizational alignment that eliminated such difficult decision labyrinths and fiscal rigidities. It needed a structure to fulfill the mission of DMV and a structure that permits flexibility.

Recommendation:

Establish a Commission organization with a motivated competitive, skilled workforce to push the organization into an exceptional customer service mode. Under the new MVS law, the Commission is its own appointing authority and is empowered to review and resolve personnel issues and establish a mini personnel office.

Action Plan Team: Integrate DMV/AOC

Improve the Interface between DMV and AOC Systems

Problem Definition:

The DMV needs to improve the business process supporting traffic safety adjudication. The efficient exchange of information between New Jersey's law enforcement community (prosecutors and police), DMV and the Judiciary, is vital to promoting, improving and maintaining highway safety. On an annual basis, the Judiciary's 536 municipal courts collectively process and adjudicate over six million traffic and parking violations. Over the past fifteen years, the Judiciary has fully automated municipal court operations, which has increased efficiency. As a result, case management and accounting records have been standardized throughout the State. Automation has promoted both public safety and highway traffic safety through the creation of a statewide electronic warrant system that is accessible to all law enforcement and other Executive Branch agencies. Additionally, the electronic records of every municipal court are available for inquiry by DMV and other government agencies requiring access.

The law enforcement community and the courts are major DMV customers generating thousands of inquiries every year. This requires DMV to perform searches of its manual and electronic records, to print out results, to certify their accuracy and mail the search results, usually in the form of a combined prosecution package, back to the requesting person or agency. Since much of DMV's record base is not electronically integrated and includes a great deal of manual data, the current process generally results in major procedural and processing delays. In fact, it can take up to three months from the time a record request is received to the time that it is fulfilled.

Fix DMV Final Report Recommendation:

Fix DMV recommends that DMV and the Judiciary work to better insure the smooth exchange of automated information among the Judiciary, DMV, law enforcement agencies, and other public or quasi-public agencies. That electronic information exchange will require the conversion of DMV's existing microfilm and paper records to an electronic format (a planned DMV activity), followed by the development of a joint protocol to allow law enforcement (prosecutors and police) and the courts to perform direct electronic inquiries into DMV records without involving DMV personnel in manual processes. For its part, the Judiciary will pursue and accomplish the following initiatives in support of DMV's technology modernization:

- Support self-service look-ups by both law enforcement (including prosecutors and police) and the courts, directly into the DMV database, eliminating the need for DMV to provide direct staff services of any kind.
- Develop the protocols, court rules and other procedures necessary to accept the electronic distribution of DMV records as parts of the evidence packages used in the prosecution of traffic violations.
- Provide improved convenience to the public by establishing boundaries between Judiciary and the Executive Branch computer systems that appear to be transparent. That process will include the development and implementation of a real-time exchange of automated information between the courts and DMV that insures the accuracy, timeliness, and consistency of driver history and conviction records that are maintained by the Judiciary and DMV. This will lay down the foundation for the following customer service improvements:
- Enable municipal courts and DMV service centers to directly exchange information that will facilitate the restoration of revoked or suspended driving privileges. Real-time interconnectivity will allow the payment of outstanding DMV surcharges and/or settlement of outstanding traffic tickets at either municipal court or DMV service centers.
- Support the electronic issuance of traffic violations, from police vehicles, with electronic signatures and wireless real-time updating of court records.

Action Plan Team: Full Driver Testing

Problem Definition:

The DMV Road Testing Scheduling System needs to be upgraded to reduce the time customers wait to schedule tests and reduce DMV staff costs by reducing the "no show" rate. DMV schedules road tests by computer. However, the computer scheduling system does not have a system check capability to prevent duplicate scheduling at multiple facilities or even the same testing center. Road tests at some locations, (especially for Commercial Driver Licenses) may take up to six months to complete. This causes a major inconvenience to DMV customers. At the test centers, the "no show" rate is approximately 25% for the basic license and for the CDL test it is more like 50%.

Fix DMV Final Report Recommendation:

Fix DMV recommends that DMV install a web-enabled scheduling system for its road test customers to reduce the scheduling delays and minimize the number of "no show" applicants. The scheduling system must be available via the DMV website and have a complementary component that can be used via an 800 number for customers who do not have access to the Internet.

Action Plan Team: Fairness Study

Problem Definition: Of the 800,000 people who are suspended on average at any given time for one of nearly 300 reasons, there are 200,000 who are suspended for reasons such as building code violations that are unrelated to unsafe driving behaviors, and 200,000, who are suspended at any given time for financial inability to pay surcharges. In total, fifty percent of the people who are suspended for reasons other than how safely they operate a vehicle.

There has been a 44% increase in suspensions since 1989. The increase is primarily the result of an increased focus on complex social and economic issues rather than safe driving. Suspensions push people out of their cars, out of insurance for which more penalties accrue, out of jobs and into debt from which they cannot financially recover. There are 23,000 people that currently have surcharges in excess of \$10,000. The collection rate for surcharges and suspension restorations is poor, with about 53% being collected which continues the vicious cycle that prevents many low-income workers from ever recovering their driving privileges. Low income residents face large obstacles to getting out of suspension such as lack of a work restricted driver license, lack of a flexible payment plan to pay off court and suspension costs, or lack of an amnesty program to reduce those costs. These problems are especially vexing for those who are suspended solely for the reason of their inability to pay surcharges. While removing the driving privilege is appropriate public policy for unsafe drivers, the public policy and socio-economic implications of doing so for non-driving reasons is much less clear.

Fix DMV Final Recommendation:

The Fix DMV Commission recommends that a study group comprised of experts in the field of motor safety, insurance, finance and socio-economics be convened to develop and recommend a reform of the surcharge suspension system. While this initiative is underway, there are initiatives worthy of immediate support that will bring greater fairness to the suspension system and probably result in a greater collection of outstanding debt. Legislation has been passed to extend the pre-judgment plan from the current twelve-month maximum to a more lenient plan of twelve months or less for surcharges less than \$2300 and up to 24 months for assessments in excess of \$2300.

Action Plan Team: Business Processes

Problem Definition:

Customer wait times in motor vehicle agencies is an issue that continues to generate negative publicity for DMV and the State. A number of elements in the way agencies process customer transactions contribute to this situation. First, all customers queue up at a single intake window regardless of the nature of their transaction. As a result, lengthy wait time occur because more complex and time-consuming transactions are mixed with more routine, simpler transactions. Second, actual transaction processing takes place "behind the counter" during which time customers must sit and wait, typically with no idea of what the timing will be for the transaction's completion. Finally, lack of integration of key systems contributes to inefficient customer processing, by not allowing behind-the-counter personnel to satisfy a transaction end-to-end.

DMV is currently engaged in a pilot project to test improvements to the agency model in several locations. It is testing the use of a queuing system which is the heart of "one stop shopping". The queuing system allows the customer to know the amount of time they can expect to be waiting and what window to go for service. Smart terminals, which will allow the agency staff to the agency system, the DMV comprehensive system and the queuing system on one terminal, is also being tested.

Fix DMV Final Report Recommendation:

Fix DMV recognizes and endorses the effort DMV is making to re-engineer its field offices to accommodate "one stop shopping." Fix DMV recommends that DMV re-engineer the agencies' counter operations to expedite processing of routine transactions to reduce average customer wait times, as well as prepare for the processing of Digitized Driver Licenses. Fix DMV further recommends that DMV establish "multi-function" windows and express lane windows for expedited servicing of routine transactions. These windows must be equipped with the appropriate technology necessary for behind-the-counter personnel to process a transaction end-to-end.

COORDINATING ACTION PLAN TEAM: Customer Oriented

Action Plan Team: Communications

Mechanisms to communicate accurately to the public Agency Marketing, Customer Complaint/Public Information/Website

Problem Definition:

DMV is an agency with intensive customer dealings, yet there is no dedicated program to promote public information and awareness. The DMV is failing to gain feedback on how its services and information are meeting customer expectations and needs, with the exception of Access DMV. Surveys of the millions of citizens conducting business or gaining information through the agencies, regional service centers, telephone centers, and mail services is not being performed. Without this information being gathered and adequately analyzed, DMV is handicapped in more effectively planning and implementing successful change.

Over the last decade, public outreach through advertisement, public education sessions, and even revisions to publications have eroded significantly. Revision to DMV manuals is also lagging. Specific information regarding DMV services needs to get out to the public in a meaningful way that will educate the consumer. Citizens need an understanding of the licensing requirements and rules and regulations that are essential to safe motor vehicle operation.

DMV field and regional offices recorded more than 14.5 million visits in Fiscal Year 2002. A significant number of these visits were for routine transactions such as renewing a registration or driver's license. Delivering these services should not require an in-person visit but could be provided through "self service" models.

Fix DMV Final Report Recommendation:

The Fix DMV Commission feels strongly that DMV must re-establish a robust marketing and public information program which promotes, informs and educates public consumers to service enhancements and DMV accomplishments. This effort must be ongoing and utilize a variety of techniques/media sufficient to increase the likelihood of consumers gaining required services efficiently. Engaging in such an ongoing program affords new consumer based programs to reach the economic and social benefits promised and helps maintain the momentum of an organization that is a leader in the market

FIX DMV Commission also recommends that DMV implement a new DMV website that allows citizens to transact and pay for all routine transactions that do not require an in-person visit. DMV also recommends that DMV pilot the use of kiosks and advanced telephonic features to provide customers without Internet access to complete their transactions.

Action Plan Team: Exceptional Customer Service

Information Accuracy – Internal & External Saturday Hours Customer Surveys

Problem Definition:

DMV is an agency with intensive customer dealings, yet there is no dedicated program to promote public information, internal communications and policy, and awareness. DMV has stopped seeking the input of employees and bargaining groups about services and problems that are occurring or potential improvements. A bare skeleton currently exists in getting the word out to the employees regarding policy direction and procedural processes that flow from such policy.

Due to repeated cutbacks and the advent of early retirements, the rudimentary framework that exists has suffered further damage. This state of affairs has led to procedural manuals not being updated that are utilized by the agency employee and Telephone Center employees to give information to the public.

Customers are continually suffering the negative consequences through extended service waits, repeat trips and in some cases, additional fees and penalties. Employees are experiencing increased frustration and a decreased sense of pride as they read daily in newspapers of changes that have not yet been communicated. Worse yet, employees are corrected by customers who have gained this new information from other sources.

Lack of service availability has been a major complaint of the motoring public. There is an urgent need to expand the hours of operation at the DMV agencies.

Fix DMV Final Report Recommendation:

Fix DMV recommends that DMV take steps to put into place a systematic means of recording and disseminating operational policy and procedural changes to its employees utilizing the proper technologies and communication methods, to ensure consistent and timely information and direction being available to employees providing the services.

Action Plan Team: Exceptional Customer Service

Telephone Center

Problem Definition:

Telephone Center – DMV operates several telephone centers to assist external customers as well as agency employees. The two most visible centers – General Information and Suspension and Restorations – often stand out as the barometer for how our customers rate the quality of DMV service. The two telephone centers received over 2 million calls in FY 2002 and the current average wait time for General Information was just over 2 ½ minutes and the average longest wait time was over 5 minutes. Current average wait times for Suspension and Restoration is just over 5 minutes and the average longest wait time is over 10 minutes. While the current system does not track busy signals, it is estimated that 70% of the attempts dialing into the DMV telephone center are unable to get through.

Increasing staffing levels and adding additional telephone lines will help solve the problem with busy signals and wait times but these efforts need to be complemented with exploring the routing of routine calls to self service channels such as the DMV website.

Fix DMV Final Report Recommendation:

The Fix DMV Commission recommends that DMV upgrade the technology used at its Telephone Center to allow for “self service” capabilities (i.e., Interactive Voice Response.) The DMV Telephone Center should be integrated with the Internet to increase service availability, reduce customer wait time and increase citizen adoption of electronic services. Fix DMV also recommends that DMV explore off-the-shelf Customer Relationship Management (CRM) software packages and its applicability in the DMV Telephone Center process. DMV, within 60 days, must develop a corrective action plan that outlines the steps to be taken to improve the Telephone center and reduce the volume of busy signals.

Action Plan Team: Training

Customer Service Training/Skills Training/Management Training

Problem Definition:

DMV is an agency with intensive customer dealings, yet there is no dedicated program for the training of its employees. The poor customer service being experienced by the residents and businesses is inexcusable. The high level of turnover contributes heavily to this condition as new staff is brought in and trained on the job. Errors are made and service times are protracted.

Customers are continually suffering the negative consequences through extended service waits, repeat trips and in some cases, additional fees and penalties. Employees are experiencing increased frustration and a decreased sense of pride as they read daily in newspapers of changes that have not yet been communicated. Worse yet, employees are corrected by customers who have gained this new information from other sources.

Fix DMV Final Report Recommendation:

The Fix DMV Commission recommends that DMV develop an orderly plan to bring the DMV agencies back to publicly run entities ending the poor, disjointed and confused service delivery being experienced. Fix DMV believes, additionally, that public control will not only enhance service but will reduce fraud and threats to national security.

COORDINATING ACTION PLAN TEAM: HOT PRIORITIES

Action Plan Team: Deprivatization of the Forty-Five Motor Vehicle Agencies

Problem Definition:

A myriad of activities is performed at the forty-five different private non-bid service providers appointed by the Director of the Division of Motor Vehicle Services. Nearly 40% of the customer transactions processed by the DMV occur at these agencies. New Jersey residents, new and used car dealers and new residents go to these agencies to take written driver exams, obtain permits, obtain driver's licenses, title vehicles and request other assistance from the agency personnel. Over the years, motor vehicle agencies have shifted from being solely publicly run to being solely privately run and to a mix of public and privately run. At the current time, these agencies are privately run and some are located within Regional Service Centers.

Customer service at the agencies is disjointed which leads to frustration by the motoring public. As private agencies, employees cannot be shifted to other agencies to augment staff during peak periods due to the private contract mechanism. High turnover at the agencies contributes heavily to poor customer service and leads to errors that could affect national security. Inconsistent wage levels and inadequate benefits have compounded the problems within the agencies.

Fix DMV Final Report Recommendation:

Development of an orderly plan to bring the DMV agencies back to publicly run entities, ending the poor, disjointed and confused service delivery being experienced. Public control of the agencies will not only enhance service but will reduce fraud and threats to national security.

Action Plan Teams: Revenue Verification - \$7 and \$6 Collections

Problem Definition:

Of the \$890 million of revenue collected by DMV in the form of fees, fines, surcharges and motor taxes, DMV is appropriated only a small amount with the balance going to the General Fund. Of the amount collected, \$145 million is dedicated to other programs and jurisdictions. DMV fees appropriately go to support programs at other State department whose function supports DMV such as the State Police, Department of Health, Transportation, Law and Public Safety and Environmental Protection.

However, DMV security and customer service will not improve unless DMV is provided consistent and adequate levels of funding. In addition, budget and personnel cuts over the last decade have not left the Division of Motor Vehicles with enough resources to monitor the funds stated above.

Fix DMV Final Report Recommendation:

The current legislation provides for the first \$200,000,000 of fees and surcharges collected pursuant to the statutes shall be considered service charges which are revenues to be remitted to the New Jersey Motor Vehicle Commission and the remainder shall be remitted to the General Fund, provided that if the total amount of such fees and surcharges collected, as verified by the relevant fiscal New Jersey Comprehensive Annual Financial Report, produce more or less revenue than the sum of \$200,000,000 and the amount anticipated in the fiscal year 2004 Appropriations Act for those statutes, then the \$200,000,000 in revenue from those service charges to the Commission shall be increased or lowered proportionately.

In addition, various fees that the New Jersey Motor Vehicle Commission is expected to collect, such as the Commercial Motor Vehicle Enforcement fund, the School Bus Inspection Program, the \$7 Security Surcharge and the \$6 Digitized License, need to be verified.

The Fix DMV Commission recommends the dedication of fees to allow the Division to pay for ongoing operations and additional receipts for offsetting future system and capital improvements consistent with the FIX DMV Final Report.

Action Plan Team: Siting Study

Problem Definition:

New Jersey's citizens should not be expected to travel great distances in order to gain service, nor should they be forced to endure protracted waits for service that are legally mandated. The locations at which our residents and business entities can gain motor vehicle services have not been re-evaluated in over fifteen years. During this period, New Jersey's population has grown nine percent (over 600,000) with the coastal, central and northwestern counties experiencing the most dramatic increases. At least one service location has experienced an increase of over 300 percent in customer volume while others have shown over 100% growth. Of the four regional service centers, Wayne does approximately 40 percent of all

business. In many cases, commuting during non-rush hour to a Regional Service Center takes over an hour.

New Jersey's mass transit system has expanded during this period. Many of the DMV Regional Service Centers and agencies are not accessible by mass transit. This largely due to the fact that mass transit was not a factor that was heavily weighed in prior facility siting decisions. Population growth, as noted in the New Jersey Economic Indicators, is expected to continue and DMV must be prepared for it.

It is not unusual to receive complaints noting a lack of service availability, lack of parking, inadequate hours of operation and/or the lack of access to mass transit.

Fix DMV Final Report Recommendation:

The Commission recommends that the DMV immediately undertake a full evaluation of agency and Regional Service Center offered services to ensure adequate availability in meeting current and future population demands. Fix DMV further recommends the information gained be used in decision-making on future facility relocations, expansions, or additional hours of operation. Further, locations with inadequate space for operations, customer comfort, inclusive of parking should be replaced with those that are adequate and are coordinated with the siting evaluation recommended within this report.

Action Plan Team: Credit Cards

Problem Definition:

Of the \$890 million of revenue collected by DMV in the form of fees, fines, surcharges and motor taxes. Today, the use of credit cards is limited to surcharge payments and registration renewals over the Internet. DMV and the Department of Treasury should allow the use of credit cards for all DMV transactions, including field offices, over the Internet, via telephone or through the mail. Beyond the customer service benefits of this change, it will also improve security by reducing cash transactions.

Fix DMV Final Report Recommendation:

Fix DMV recommends that DMV work with the Department of Treasury to allow customers to use major credit cards for all transactions over the counter, over the Internet, by mail or by telephone. DMV must develop a plan within 90 days to outline the steps necessary to allow customers to pay with credit cards.

Action Plan Team: Agency Cleanup

Problem Definition:

Current DMV facilities are on the whole, stark, institutionalized and unfriendly. With rare exception they are in need of physical repair and routine daily maintenance. It is not uncommon at a number of locations that the space for waiting is out stripped by the number of people waiting.

Fix DMV Final Report Recommendation:

Fix DMV recommends that appropriate lease arrangements be made sufficient to permit the full painting, cleaning, repair/renovation and that plans and schedules be developed to carry out heavy cleaning, repair/renovation, painting and furniture replacement. DMV should explore public-private partnerships to enable the sale of convenience commodities at DMV agencies. This would improve customer service and generate additional revenue.

COORDINATING ACTION PLAN TEAM: Technology Modernization

Action Plan Team: Electronics & Technology Modernization

Problem Definition:

Following the September 11th terrorists acts, Americans discovered just how easy it is to obtain identification credentials by fraudulent means from motor vehicle agencies throughout the country. Fraud, theft, corruption, mismanagement, dilapidated facilities, and a shortage of resources have all contributed the flourishing of a criminal enterprise of fraudulent driver licenses, registrations, titles and identity theft.

As emphasized in the Interim Report dated August 7, 2002, New Jersey has a national reputation as a title washing state, where one can easily take a flood damaged, salvaged or stolen vehicle and fraudulently obtain a "clean" or usable title that allows the holder to sell and insure the vehicle at prime market value. New Jersey also holds the notorious distinction of being one of the states with the driver license easiest to illegally duplicate. The lack of adequate security systems throughout DMV jeopardizes New Jersey's economy, road safety and our national security.

DMV does not have any automated way of auditing transactions to identify fraudulent activities. Audits reports must be requested and produced one at a time and often take as much as one year to produce.

The current inability of the DMV computer systems to communicate with other State, federal and private databases is a serious security concern.

Fix DMV Final Report Recommendations:

The Fix DMV Commission recommends the establishment of a \$150 million Technology and Security Capital Improvement Fund. It recommends that the DMV work with the Treasurer to sufficiently securitize future DMV surcharge revenue (post 2011) to fund the Technology and Security Improvement Fund specifically for use by DMV to implement improvements in the security and technology arena. This fund will support many activities within the New Jersey Motor Vehicles Commission including: better internal controls and investigative procedures, additional personnel for the DMV Auto Unit, document accountability, technology security enhancements, access to the NCIC database, implementation of the Digitized Driver License program, on-line connectivity to the National Motor Vehicle Titling Information System, background checks for personnel and increased penalties for identity theft

Technology Modernization & Electronics

Problem Definition:

DMV's main computer system, the Comprehensive Licensing System, has been in production for over 17 years. The patch quilt approach to evolving this system over the years has been a system that is fragile and inflexible.

DMV's agency computer systems are close to 20 years old and are based on proprietary technology that burdens the State with high annual maintenance costs. Simple programming changes are cumbersome and require hard to find programming skills.

DMV continues to rely on microfiche for as a medium for record retention. This type of technology does not facilitate real time access.

DMV employees are hampered by the lack of modern technology. Close to 800 employees that are in critical customer service areas, such as agencies, Telephone Center, Surcharge Unit and Driver Testing are limited to using "dumb" terminals to access the main computer systems. These terminals are only capable of accessing one system at one time and prohibit DMV's ability to explore the latest available technology solutions.

Millions of people and countless businesses interact with the Division of Motor Vehicles in one form or another. Satisfying these customers in a timely manner while providing high quality, secure services is impossible unless there is a greater reliance on technology to reduce the time and cost to service the customer while at the same time providing greater security services.

Fix DMV Final Report Recommendations:

Fix DMV recommends that DMV replace the existing Comprehensive System to support DMV's new way of doing business, leverage latest technology solutions, and provide for enhanced security features. DMV must, within 90 days, secure a competent, highly qualified Systems Architect (using the State's existing T-0817 Term contract) to define the conceptual and detail specifications of the new Comprehensive System, and outline an overall Project Plan for a new system.

Fix DMV recommends that DMV, within 120 days, develop a plan to phase out the Agency Computer System and recommend both short and long term strategies for incorporating agency requirements into the new Comprehensive System.

Fix DMV recommends that DMV, within 30 days, develop an Agency Technology Infrastructure Plan to either upgrade or install new networking capabilities within each motor vehicle agency to accommodate the roll out of smart terminals, DDL, credit card payments and other customer service enhancing components.

Fix DMV recommends that DMV explore partnership arrangements with the Division of Revenue's Imaging Center to develop a more responsive and up-to-date technology and workflow solution for document scanning, storage, and retrieval. DMV must, within 90 days, must develop a corrective action plan that outlines short and long term strategies, and, if necessary, service level agreements between DMV and DOR. Finally, DMV must investigate the possibility of providing field offices with the capability of scanning and retrieving documents while assisting customers provided that doing so does not compromise the overall integrity of document handling and improves the quality and speed of service to the customer.